

Iowa Communications Network Kaizen Event Report Out

By:

Team I.C.N.

IT CHANGES NOW

December 9, 2005

Background

ICN – It Changes Now

- The event focused on process improvements for all customer requests related to voice services. Voice services include new system installation, as well as all move, add, and change orders.

Team Members

Karen Lodden, DNR, Team Leader

Stephen Rodriquez

Mark Lafferty

Deb Tritch

Deb Evans

Charla Kolontar

Marla Gibbons

Steve Palm

Marsha Von Ruden, DAS

Vicki Wallis

Helen Troyanovich

Victoria Purcell

Tammy Rodriquez

Joe Cassis

Gail Cline

Brenda King, IWD

Objectives

Charla Kolontar

- Improve quality of services delivered to ICN customers
- Improve billing accuracy for ICN customers
- Improve internal efficiency and lower costs of processing orders
- Meet or exceed service targets
- Get more complete and accurate information from customer when service is ordered
- Provide more timely, complete and accurate information to customers
- Empowerment of ICN employees to better serve our customers
- Ability to accurately measure results of each step in the process
- Everyone involved knows the process, who is responsible for each task and how each step affects the overall result

Goals

Deb Evans

Service

Internal

External

≤ 7 lines

1 day

3 days

8-25 lines

2 days

5 days

> 25 lines

3 days

7 days

Switched voice

4 hours

3 days

Kaizen Methodology

Marsha Von Ruden

- Clear objectives
- Team process
- Tight focus on time
- Quick & simple
- Necessary resources immediately available
- Immediate results (new process functioning by end of week)
- 5S “mindset”, use the steps to support the event activities

Old Process

- Tammy Rodriguez
- Vicki Wallis
- Helen Troyanovich
- Deb Tritch

New Process

- Stephen Rodriguez

Results

Vicki Purcell

	Old	New	% Change
# of Steps	228	51	78%
# of Handoffs	55	29	52%
# of Decisions	32	2	94%
# of Delays	43	3	91%
# of Loop backs	13	0	100%
# of VA steps	4	3	
% of Value-Add	1.7%	5.9%	

Changes to be Implemented

Mark Lafferty

- Improved communications
- Team approach
- Project Manager accountability
- Tracking number
- Electronic processing/web order entry
- Customer feedback

Communicating to the Staff

Joe Cassis

- Ambassadors for change
- E-mail from John to ICN staff
- Director's meeting
- All employee meeting December 14th
- Intranet updates
- January town meeting
- I.C.N. ongoing meetings

Homework

Marla Gibbons

Item	Item Description	Person Responsible
1	Switch dump team	Steve, Deb, Helen
2	Database plan	Steve, Joe, Vicki P.
3	Interim Station review spreadsheet	Deb, Helen, Vicki P.
4	Baseline for customer feedback	Gail, Stephen, Brenda
5	Identify critical milestones and measurements	Stephen, Vicki W.
6	Executive Summary of Event	Joe
7	Follow up with John & Denise on AFE	Vicki W., Deb E.
8	Formalize partial billing process	Tammy, Marla, Charla
9	Visual timeline of old vs. new process	Stephen
10	Change order process defined	Mark, Deb E., Deb T.

Parking Lot

Steve Palm

- Integrated System
- E-verification of work completed on location
- FAQs and user support
- Database/Web development

Team Member's Experience

Gail Cline
Brenda King

Comments

Karen Lodden

Questions and Comments